



Navy-Industry International Dialogue

08 November 01

Purpose

- Discuss the critical importance of U.S. industry working closely, and in a timely manner, with U.S. government agencies in pursuit of international business opportunities in a changing marketplace
- Share our recent success story where government/industry teaming resulted in a major success

Mr. Upinder Dhinsa
Managing Director, Global Ships Electronics
Integration

U. S. INDUSTRY VIEW OF THE GLOBAL MARKET PLACE CHALLENGES

- Virtual shrinking of our world is forcing globalization
- Our customers are changing just as we are
 - We must focus on our customers' perception of value
 - We must focus on their needs
- We need to see our customers as they are and not as we would like them to be
 - They understand the fierce nature of competition among a shrinking number of suppliers
 - We must focus on solving their problems

U. S. INDUSTRY VIEW OF THE GLOBAL MARKET PLACE CHALLENGES cont'd.

- Companies globally are consolidating and becoming larger and stronger
 - A handful of very large companies are going after fewer but bigger awards
 - Fierce competition, teaming, joint ventures around the world are a reality
 - Many international companies are technologically strong and enjoy excellent political support
 - Some companies even offer attractive financial packages with fewer export restrictions

OUR CUSTOMER BASE IS CLEARLY SOPHISTICATED

WAY FORWARD TO SUCCESS

- U.S. Companies must capitalize on our national, government and industrial strengths to win abroad
 - Raytheon is ready and keen to compete fiercely, but fairly, in the global environment
 - We must lead the way to faster, better, less expensive methods to accomplish our customers' missions
 - Warfighting is changing globally
 - Interoperability & Commonality are becoming critical

WAY FORWARD TO SUCCESS cont'd.

- Now more than ever before, “excellence” is critical for success
 - We Must
 - Recognize that customers have many options and there are few second chances
 - Make a good first impression and maintain continued customer focus as an imperative
 - Maintain our reputation and hold ourselves to high standards
 - Understand them individually and be willing to work with them individually
 - Change from a transaction to an interaction mentality
 - Maintain open, honest communication with our customers
 - Understand the end customer’s culture, values, styles, relationships, negotiation methods, history and much - much more, to be successful

WAY FORWARD TO SUCCESS cont'd.

- This brief background leads me to share a recent success story where incorporating all of the above lead to a strong Government-Raytheon partnership
 - I am talking about the U.S. Navy International Programs Office

MOST IMPORTANTLY
WE NEED TO FORM STRONG PARTNERSHIPS WITH OUR
U.S. GOVERNMENT AGENCIES WHENEVER POSSIBLE (i.e.
WHETHER A SINGLE U.S. COMPANY OR TEAM OF U.S.
COMPANIES IS INVOLVED)

HOW TWO KEY PARTS, U.S. NAVY & INDUSTRY WORKED TOGETHER AS A TEAM TO ENABLE A U.S. COMPANY TO COMPETE GLOBALLY

- Facts on how a negative situation was turned around with strong U.S. Government involvement and support
 - International customer with a critical and major program
 - Raytheon, and U.S. Government provided concept definition
 - Customer's needs/wants were changing constantly, but end customer participation was limited
 - Confusion occurred due to involvement by several different entities
 - We lost focus and did not interact or force interaction
 - The perception of the end customer turned sour
 - End customer was disenchanted and started looking for alternative solutions

HOW TWO KEY PARTS, U.S. NAVY & INDUSTRY WORKED TOGETHER AS A TEAM TO ENABLE A U.S. COMPANY TO COMPETE GLOBALLY cont'd.

- We approached “NIPO” for an open discussion asking for help and guidance
 - “Out-of-the-box” thinking and a very cooperative and proactive discussion occurred
 - People took actions, went beyond my expectations, called the customer and requested a relook at the Raytheon proposal
 - U.S. government provided support in-country
- Maintained open dialogue between U.S. government, Raytheon and end customer
- U. S. government strongly supported Raytheon’s presentations, endorsed Raytheon’s approach, wrote letters as needed
- Raytheon met the customer, had similar open, honest meetings
 - We admitted our mistakes and misunderstanding of some issues
 - Provided creative solutions and instant action

HOW TWO KEY PARTS, U.S. NAVY & INDUSTRY WORKED TOGETHER AS A TEAM TO ENABLE A U.S. COMPANY TO COMPETE GLOBALLY cont'd.

➤ End Result:

- Within 4 days - the customer country's Naval leadership had decided to return to Raytheon and the U.S. Team
 - Because of our personal commitment, perseverance and, most importantly, the teaming synergy of the U.S. government and Raytheon team
- When a single U.S. company or a team of U.S. companies is involved - the U.S. government can play (and must play) a major key role as a partner by helping global pursuits and actively working issues such as licensing, exportability and general guidance



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